

# COMMUNICATION FRAMEWORK



**ADS-South Rift**

To honour God and serve people



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## ABBREVIATIONS

ACK	Anglican Church of Kenya
ADS SR	Anglican Development Services South Rift
CBA	Community Based Adaptation
CBO	Community Based Organization
CCMP	Church and Community Mobilization Process
CVA	Citizens Voice and Action
ED	Executive Director
FAQs	Frequently Asked Questions
FBOs	Faith-Based Organizations
FM	Frequency Module
ICT	Information, Communication and Technology
IEC	Information, Education and Communication
IT	Information technology
JD	Job Description
KM	Knowledge Management
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
NIDP	Narok Integrated Development Program
PEP	Participatory Evaluation Process
PESTEL	Political, Economic, Social, Technological, Legal and Environmental
PVCA	Participatory Vulnerability Capacity Assessments
SDG	Sustainable Development Goals
SMT	Senior Management Team
SWOT	Strength Weakness Opportunity Threats
TB	Tuberculosis
TOR	Terms of Reference
TRDP	Trans- Mara Rural Development Program
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
WASH	Water, Sanitation, and Hygiene
WHO	World Health Organization

# FOREWORD

ADS South Rift, the development arm of the ACK Diocese of Kericho, has made key strides since its registration in 2015. Key among them included the development of various strategy documents. As the organization reached the acceleration stage, it was important to formulate this Communication Framework to support its next stage of growth.

This Communication Framework provides an exciting opportunity for ADS SR to reenergize our work with and for the communities we serve. It outlines the strategic direction and priorities that we will pursue over the next five years to support the Government of Kenya’s efforts to accelerate community and national development. The plan takes cognizance of and is aligned with the ADS SR corporate strategy 2023-2027 together with its Annual Operational Plans.

This Framework was developed in consultations with key internal and external stakeholders including the board, management, and staff. We appreciate the informative input and feedback that culminated in the final plan. We reiterate our commitment to the spirit of collaboration and partnership that is critical to the successful implementation of the plan and call upon all stakeholders to join us in this endeavor.

\_\_\_\_\_

Date \_\_\_\_\_

**Mary Naikumi**  
**EXECUTIVE DIRECTOR**

## ACKNOWLEDGEMENTS

The development of this Communication Framework was a team effort that benefited from the time, commitment, expertise, and resources of many individuals from the ADS SR board and staff, the NPI EXAPND team, and the H. K Enterprises Kenya Consultants. The leadership of H. K Enterprises Kenya Consultants ably steered the development of this Strategy and in addition, provided critical technical inputs.

We wish to acknowledge the generous support from the USAID, NPI EXPAND project which provided the financial and logistical resources that supported the entire process of developing this Strategy. We acknowledge and greatly appreciate the contribution of the NPI EXPAND technical team who provided invaluable input and guidance at all stages. Lastly, the enthusiastic participation and input from the committed team from the ADS SR Board and staff members is recognized and sincerely appreciated.

\_\_\_\_\_  
**Rt. Rev. Ernest Ngeno**  
**BOARD CHAIRPERSON**

**Date** \_\_\_\_\_

## EXECUTIVE SUMMARY

ADS SR is desirous of improving its communication and external relations. This Communication Framework for ADS SR constitutes the blueprint that will be followed to make the organization's communication, outreach, and advocacy more proactive, strategic, and consistent. It was developed through a consultative process involving internal and external stakeholders to generate needed insights that informed the Strategy. The process started with a situation analysis, which was principally qualitative. The study took the form of a qualitative assessment involving a desk review of documents shared by ADS SR; consultative sessions with ADS SR's stakeholders, including the Board and staff. Based on the findings, a communication-specific matrix of strengths, weaknesses, opportunities, and threats (SWOT) was compiled as the basis upon which strategic priorities for communication were identified. The situation analysis was followed by the drafting of the communication strategy with the intention that it would be validated by stakeholders to ensure their ownership of it.

This Framework is divided into five main chapters. Chapter One focuses on the background and introduction, Chapter Two gives a snapshot of the situation analysis, and Chapter Three details the audience, messaging, and channels. Chapter four focuses on the communication of proposed objectives, strategies key activities, and Chapter Five details the implementation matrix. Three Strategic objectives; (i) strengthen organizational communication capacity on knowledge and information management to improve Corporate Visibility by 2027, (ii) improve ADS SR Brand awareness to showcase the organization as a social development agency, and (iii) increase stakeholder relationships through enhanced direct communication and engagement will guide communication and bring to life strategic issues on which the overarching organizational strategy - ADS SR's Strategic Plan - 2023 – 2027 is anchored.

## **1.0 CHAPTER ONE: INTRODUCTION**

### **1.1 Organization Background**

Anglican Development Services (ADS) South Rift is the development arm of Anglican Church of Kenya Diocese of Kericho and is one of the 10 ADS Regions in Kenya. It operates in Bomet, Kericho and Narok counties with a population of 3 million people in an area of 21,900 square kilometers. The organization has been working with both rural and urban communities in these three counties.

The organization has been in operation since 1983 as ACK Narok Integrated Development Program (ACK NIDP) and ACK Trans- Mara Rural Development Program (ACK TRDP). To align with the expanded geographical coverage and scope, all the ACK programs in South Rift consolidated and registered in 2015 as ADS South Rift.

The organization has extensive experience in designing and implementing projects through various community engagement processes such as the Church and Community Mobilization Process (CCMP), Participatory Evaluation Process (PEP), Participatory Vulnerability Capacity Assessments (PVCA), Citizens Voice and Action (CVA), Community Challenge and Community Based Adaptation (CBA) Approach. As a result, communities identify and prioritize their needs, opportunities, and resources then take actions to address them by integrating disaster risk reduction strategies.

We are a community-centered organization that is helping them bring out their potential. Since inception we have trained farmers to increase food production and be food secure, we have provided health care hence improving the health status of the community, we have sponsored many children in schools, and we have reached out to over 10,000 OVC. We have helped communities improve their livestock breeds. The first strategic plan covering 2017 to 2020 helped refocus the organization, and human resources development and built her capacity and structures to manage transformative programs within the communities we partner with.

### **1.2 ADS SR's Strategic Objectives**

The 2023 - 2027 ADS SR strategic plan focuses on the following pillars and goals:

## **Pillar 1: Community Development**

**Goal:** Empower communities in South Rift Region to be Self-reliant and self-sustained by 2027

**Expected Outcome:** Improved living standards for communities in the South Rift region.

Thematic Areas under this pillar: -

- i. Human Health
- ii. Livelihood and Economic Empowerment, Food security
- iii. Climate Change
- iv. Peace Building
- v. OVC Care and Support
- vi. Cross-cutting issues: Advocacy; Emergency Response, Disability and gender integration, Capacity building; Participatory Monitoring, Evaluation and Learning

## **Pillar 2: Organization Transformation & Sustainability**

**Goal:** Establish & strengthen systems, structures, and policies to effectively deliver the organization Vision and Mission

**Outcome:** Functional and reliable systems and processes.

Thematic Areas under this pillar: -

- i. Governance
- ii. HR Management & Development
- iii. Financial Management

## **Pillar 3: Property and Investment**

**Goal:** Create a self-sustaining organization by enhancing income generating activities and initiatives.

**Expected Outcome:** Avail the resources to meet the vision and mission of the organization.

Thematic Areas under this pillar: -

- i. IGAs Development

- ii. Asset management
- iii. Compliance
- iv. Resource mobilization
- v. Monitoring and evaluation

### **1.3 ADS SR's Communication Objectives**

The ADS SR goals and strategic objectives have direct bearing on communication because they have informed the strategic priorities contained in this Communications Strategy. This Communication Strategy will therefore complement the overall ADS SR Strategic Plan for the next five years through the following communication objectives.

- 1) To strengthen organizational communication capacity on knowledge and information management to improve corporate and visibility by 2027.
- 2) To enhance ADS SR brand awareness as an Anglican Development Service.
- 3) To increase stakeholder's relationships and collaboration through enhanced direct communication and engagement.

## 2.0 CHAPTER TWO: SITUATION ANALYSIS

### 2.1 Internal environmental Analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"><li>• ADS SR prides itself on an existing ICT infrastructure</li><li>• The management has provided a platform where Staff can confidentially provide feedback, complaints, and suggestions.</li><li>• The organization maintains an active website (<a href="https://www.adssouthern.org/">https://www.adssouthern.org/</a>) and a Facebook page.</li><li>• The organization has an official email domain (adssouthern.org)</li><li>• The organization has a logo and corporate colors that are used as part of branding.</li></ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"><li>• Availability of development partners that are willing to support ADS SR.</li><li>• Existing social enterprises.</li><li>• Community and political will and community and Church support</li><li>• Implementation of community-responsive projects.</li></ul>
<p><b>Weakness</b></p> <ul style="list-style-type: none"><li>• The organization does not have a documented and structured communication strategy and plan; Internal and external communication is ad hoc and done by the Executive Director (ED).</li><li>• The organization does not have a staff, unit, or department responsible for communication.</li><li>• ADS SR lacks a policy statement or guidelines for corporate branding.</li><li>• Branding elements like font type, language, templates, and IEC materials are not consistently adhered to.</li></ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"><li>• Budgets for Communication are project-based leading to bias in communication for projects or the secretariat that do not have budget allocation.</li><li>• Resource limitations are a constraint, hence there is inadequate budget allocation for networking and partnership.</li></ul>

<ul style="list-style-type: none"> <li>ADSSR engages in networks and partnerships albeit informally and ad hoc due to the lack of a structured engagement external relations policy framework.</li> </ul>	
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## 2.2 External Environmental Analysis

The analysis of the external environment identifies factors outside the control of the organization that may affect communication and overall performance positively (opportunities) or negatively (threats). The analysis was undertaken through a review of the Political, Economic, Social, Technological, Legal, and Ecological/Environmental (PESTEL) factors. The outcome of the analysis is presented in the table below.

Factors	Implications
Political	<ul style="list-style-type: none"> <li>Good relations with national and county governments operating in the South Rift region.</li> <li>Regular intercommunal conflict in South Rift where ADS SR operates.</li> </ul>
Economic	<ul style="list-style-type: none"> <li>Very robust program being implemented by ADS SR in communities with tangible and visible results.</li> <li>Availability of donors who can provide technical and financial assistance on communication.</li> </ul>
Social	<ul style="list-style-type: none"> <li>A well-respected organization in the ACK circles.</li> <li>Strong community buy in provides social capital.</li> <li>The organization is domiciled in the south rift region, hence not very visible at the national, and global level.</li> <li>The generational gap among stakeholders requires a wide range of communication channels to reach.</li> <li>Language barriers lead to inadequate readership coverage and inability to communicate effectively.</li> <li>Suspicious when capturing case stories lead to inadequate reporting.</li> </ul>

Technological	<ul style="list-style-type: none"><li>• Low access to information by both the beneficiaries and the donors like the inability to subscribe to social media platforms.</li><li>• Poor access to the internet leads to low readership and access to information.</li><li>• Risks related to cybercrime.</li></ul>
Environmental	<ul style="list-style-type: none"><li>• The organization implements programs like climate change and conservation which require adequate awareness creation through proper communication.</li><li>• Insecurity, bad weather, and terrains affect information flow.</li></ul>
Legal	<ul style="list-style-type: none"><li>• ADSSR is a registered and independent organization.</li><li>• Government regulation on free communication may limit the freedom of distributing reliable information.</li></ul>

### 3.0 CHAPTER THREE: AUDIENCE, MESSAGE AND COMMUNICATION CHANNELS.

#### 3.1 ADS SR’s Audience and Information needs, message, and channels

An Audience analysis is a process of systematically gathering and analyzing qualitative information to determine stakeholder interests that should be considered when developing and/or implementing ADS SR’s communication strategy. Several ADS SR stakeholders were identified, and an analysis was undertaken to determine the interests of the stakeholders, their expectations from ADS SR and the possible strategies to either drive support from the stakeholder or mitigate any negative effects from the stakeholder.

Internal Audience	Information Need	Key Message	Communication Channels
Management and Staff	<ul style="list-style-type: none"> <li>Strategic direction and performance of the organization.</li> <li>Contractual relationship with the organization</li> <li>Personal (employee) contribution towards achievement of the organizational goals</li> <li>Utilization of ADS SR Brand</li> </ul>	<ul style="list-style-type: none"> <li>ADS SR has a well-defined strategic direction as outlined in the vision, mission, and values.</li> <li>Organizational performance measurement is in place</li> <li>Staff understanding their role in the strategic direction of the organization</li> </ul>	<ul style="list-style-type: none"> <li>Operational policies</li> <li>JDs for all staff</li> <li>Performance reviews</li> <li>Phone calls</li> <li>SMS</li> <li>Emails</li> <li>Social Media</li> <li>Internal memos</li> <li>Meetings</li> </ul>
The ACK Clergy	Progress and impacts Existing ADS SR intervention	<ul style="list-style-type: none"> <li>Area of convergence and collaboration</li> <li>Benefits of program intervention to the Church.</li> </ul>	<ul style="list-style-type: none"> <li>Clergy sensitization forum</li> <li>Clergy meetings</li> <li>Magazines</li> <li>Websites</li> </ul>
The National ADS Secretariat	<ul style="list-style-type: none"> <li>Program intervention</li> <li>Progress reports</li> </ul>	<ul style="list-style-type: none"> <li>Areas of integration and convergence</li> <li>Contribution of ADS SR to the overall National ADS mandate</li> </ul>	<ul style="list-style-type: none"> <li>Progress Report</li> <li>ADS departmental meetings.</li> </ul>

		<ul style="list-style-type: none"> <li>Enhanced networking and collaboration for operational efficiency and effectiveness</li> </ul>	
The Board	<ul style="list-style-type: none"> <li>Organizational performance, progress, and lessons learned from our interventions.</li> <li>Governing and operational information.</li> <li>Performance of key staff</li> </ul>	<ul style="list-style-type: none"> <li>ADS SR has a governing constitution.</li> <li>The Board understands their roles and responsibilities.</li> <li>Provision of strategic direction in relation to received information on organizational achievement.</li> </ul>	<ul style="list-style-type: none"> <li>Reports</li> <li>Emails</li> <li>Phone calls</li> <li>Meetings</li> <li>Governing documents</li> <li>Social media</li> </ul>
<b>External Audience</b>	<b>Information Need</b>	<b>Key Message</b>	<b>Communication Mix (Channel)</b>
Civil Society Organizations and other implementing partners (CBOs, NGOs, INGOs)	<ul style="list-style-type: none"> <li>What are policy gaps and lessons learned from other players? How to build capacity?</li> <li>What are the knowledge gaps?</li> </ul>	<ul style="list-style-type: none"> <li>ADS SR shares policy gaps, knowledge, and lessons learned with other CSOs for sustainable change in the community.</li> <li>ADS SR implements activities through networks and partnerships.</li> <li>Capacity building enhances the sustainability of partners and communities.</li> <li>ADS SR is a well-respected, and authoritative organization</li> </ul>	<ul style="list-style-type: none"> <li>Website</li> <li>Strategic plan</li> <li>Annual reports</li> <li>Letters and emails</li> <li>Telephone</li> <li>Websites/blogs social media</li> <li>Documentaries</li> <li>Partnership agreements</li> <li>IEC materials (brochures, Banners, posters)</li> <li>Public Barazas</li> <li>Mass Media</li> </ul>
Donors and other development agencies	<ul style="list-style-type: none"> <li>Aware of local situations and issues they could support.</li> <li>Outcomes and impact</li> <li>Value for money for their investments</li> </ul>	<ul style="list-style-type: none"> <li>Trust ADS SR with your investment</li> <li>We serve the most vulnerable.</li> <li>Support ADS SR to contribute to the</li> </ul>	<ul style="list-style-type: none"> <li>Reports</li> <li>Website</li> <li>Strategic plan</li> <li>Emails</li> <li>Phone calls</li> <li>Mass media</li> <li>Meetings</li> </ul>

	<ul style="list-style-type: none"> <li>• Progress on interventions and feedback from the community</li> <li>• Organizational profile</li> <li>• Nature of the organizational activities</li> <li>• Accountability and credibility</li> </ul>	<ul style="list-style-type: none"> <li>• achievement of SDGs through innovations.</li> <li>• Thank you for your support, together we make a difference in people's lives.</li> <li>• Periodic project evaluation reports – success in terms of efficiency, effectiveness, and impact of various projects (ongoing or concluded)</li> </ul>	<ul style="list-style-type: none"> <li>• Websites/blogs/social media.</li> <li>• Documentaries</li> <li>• Joint monitoring missions</li> <li>• Dialogue forums</li> </ul>
Beneficiary communities (targeted men, women, youth, and children)	<ul style="list-style-type: none"> <li>• General awareness and capacity to address issues affecting them.</li> <li>• Understanding of ADS SR Brand</li> <li>• Relevance of the interventions to their (community) needs</li> <li>• The presence of policies that safeguard their interests.</li> <li>• Organizational reputation and credibility</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership on programming counts!</li> <li>• ADS SR provides useful, practical information and support to the community.</li> <li>• ADS SR is trustworthy and reliable.</li> <li>• ADS SR puts the community first and values their opinions.</li> <li>• ADS SR has tailored interventions, and products for its target population.</li> <li>• Sound financial management system in place.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic plan</li> <li>• Mass media</li> <li>• Social media especially for youth</li> <li>• School drama</li> <li>• School compositions</li> <li>• Verbal</li> <li>• Roadshows</li> <li>• IEC materials (brochures, banners, posters).</li> <li>• Public Barazas</li> </ul>
National and County Government line Ministries	<ul style="list-style-type: none"> <li>• Updates on our interventions and plans</li> <li>• Organizational profile</li> <li>• Internal policies</li> <li>• Organizational capacity to implement interventions.</li> <li>• Credibility</li> </ul>	<ul style="list-style-type: none"> <li>• Our calls for support are grounded in robust evidence.</li> <li>• ADS SR has good knowledge of the policy environment.</li> <li>• ADS SR interventions are aligned with the Government agenda and policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic plan</li> <li>• Reports</li> <li>• Brochures</li> <li>• Emails</li> <li>• Phone calls</li> <li>• Mass media</li> <li>• Local FM stations</li> <li>• Social media</li> <li>• Websites/blogs</li> <li>• Documentaries</li> </ul>

		<ul style="list-style-type: none"> <li>• Compliance with government regulation</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings and Seminars</li> <li>• MoU signing with County Governments</li> </ul>
Value Chain Actors and consumers	<ul style="list-style-type: none"> <li>• Development of the products.</li> <li>• Their participation in the value chain processes.</li> <li>• Existing products and services</li> </ul>	ADS SR has a strong working relationship and coordinated effort to work with relevant Value Chain Actors Assurance of the quality standards of the product and services	<ul style="list-style-type: none"> <li>• Websites.</li> <li>• Brochures and Flyers</li> <li>• Product description brochure</li> </ul>
Suppliers and Service providers (Corporate sector like Banks, Investment Partners, Insurance companies)	<ul style="list-style-type: none"> <li>• Information on goods and services to be supplied.</li> <li>• Terms of reference</li> <li>• Organizational profile</li> <li>• Nature of the organizational activities</li> <li>• Regular updates on the organizational progress and any changes perceived or expected.</li> <li>• Accountability and credibility</li> <li>• Internal policies</li> </ul>	<ul style="list-style-type: none"> <li>• ADS SR procures quality products and services.</li> <li>• We communicate product specifications to our service providers.</li> <li>• Adherence to the government policies and alignment with international and national blueprints</li> <li>• Credibility</li> </ul>	<ul style="list-style-type: none"> <li>• Emails</li> <li>• Phone calls</li> <li>• Meetings</li> <li>• Mass media</li> <li>• Audited reports</li> <li>• Magazines,</li> <li>• Websites</li> <li>• Facebook</li> <li>• X (formerly Twitter) etc</li> <li>• Documentaries</li> <li>• Events</li> <li>• LPOs</li> </ul>
External Auditors	Financial Management practices	Sound financial management system in place	Financial records
The mainstream media	<ul style="list-style-type: none"> <li>• Credibility</li> <li>• Are the organizational programs and even newsworthy?</li> </ul>	Relevant information relayed to appropriate audiences	

## 4.0 CHAPTER FOUR: ADS SR COMMUNICATION OBJECTIVES AND STRATEGIES

For the communication objectives to be achieved, they must be implemented through strategies and actions.

**Objective 1: To strengthen organizational communication capacity on knowledge and information management to improve Corporate Visibility.**

### **Strategy 1: Develop and Promote ADS SR Corporate Brand and Image**

To achieve this strategy, ADS SR will strive to:

- a) Enhance the marketing and publicity of ADS SR through various media channels to cover programs and activities.
- b) Develop visibility materials like branding vehicles, T-shirts, caps, banners, billboards, and posters.
- c) Publish an in-house newsletter (with an electronic version) and share it with all relevant audiences.
- d) Provide branding guidelines for all publicity materials and ensure follow-up.
- e) Undertake corporate identity revitalization that will take the following key aspects:
  - Develop a corporate identity policy statement that will be a guiding tool for all the aspects of the organization's corporate colors and use of logos and letterheads.
  - Business Cards rebranding to increase ADS SR visibility and act as information and marketing tool.
  - Create a standard official email signature for all staff to use internally and externally. All staff will be expected to comply with the new standardized corporate signature.

### **Strategy 2: Strengthen Internal Communication Systems and Culture**

Under this strategy, ADS SR will:

- a) Develop and enforce a communications policy.
- b) Clearly define communication function reporting lines.
- c) Review all staff Job Descriptions to include communication aspects.
- d) Emphasize formal communication between and among staff while in the office or in the field. However, informal communication will be used occasionally and will consist of verbal warnings that supervisors give to subordinates about performance missteps,

emails, manager's comments about subordinates' performance, and other verbal and written communication pieces that are far less critical to operations.

- e) Enhance internal communication through meetings, strategic plans, constitution, operational policies, and procedures, notice boards, suggestion boxes, emails, and telephone.
- f) Establish a Communications Office and function.
- g) Allocate an adequate budget for the communications function.

### **Strategy 3: Diversify Communication Tools**

There are various means or channels of external communication that ADS SR is going to embrace to reach out to her target audience including but not limited to:

- Encourage the use of oral and community media (public barazas) to reach grassroots communities.
- Develop and review periodic Strategic Plans, Newsletters, Brochures, and Annual Reports.
- Hold and hype publicity events like road shows during launches and other such functions.
- Encourage staff and board to present papers at conferences and workshops to enhance visibility.
- Provide regular press releases/features, media invites, and website updates, and identify an official spokesperson for the media.
- Carry out regular media monitoring and reporting on all media coverage by ADS SR, her partners, and the community.
- Promote utilization of the existing information feedback framework by providing real-time feedback mechanisms on interactive social media platforms
- Develop a knowledge management framework.

**Objective 2: Improve ADS SR Brand awareness to showcase the organization as a social development agency.**

### **Strategy 1: Revamp the ADS SR Website and Social Media Platforms**

- a) The ADS SR website (<https://www.adssouthrift.org/>) will be redesigned regularly to ensure it strategically act as a communication tool for the organization. The content of the website will be updated weekly, and the photos, videos, and blogs will be changed bi-weekly. The communication focal person will be responsible for these updates.

- b) Social media platforms will be revamped and updated daily. These will include Facebook, ADS SR X handle among others.
- c) Develop a brand with vibrant and catchy messages on ADS SR areas of focus.

**Strategy 2: Enhance Communication of ADS SR programming impact**

- a) Showcase how ADS SR programs are delivered through capacity building, advocacy networking, and innovative technologies.
- b) Sustain brand relevance.
- c) Build the capacity of influencers and decision-makers with appropriate information.
- d) Amplify the changes that the ADS SR makes in peoples' lives through the various strategic areas of focus.
- e) Endeavor to share Most Significant Change Stories

**Objective 3: To increase stakeholder relationships through enhanced direct communication and engagement.**

**Strategy 1: Strengthen ADS SR publicity activities to enhance visibility.**

- Hold regular field days and exhibitions, participate in partnership building, networking, and collaboration, and participate in and celebrate international and national events that are relevant to the ADS SR programming like Environmental Day, World Water Day, World Food Day, and Day of the African Child, among others.
- Join networks and participate in stakeholder forums.
- Ensure meaningful representation at National and International events.
- Invite relevant stakeholders to ADS SR events, workshops, and field visits.
- Strengthen utilization of local and international communication platforms.

**Strategy 2: Strengthen partnerships with relevant stakeholders.**

- Conduct a stakeholder mapping exercise.
- Develop and implement a partnership framework.
- Develop and implement a stakeholder feedback mechanism.
- Engage corporate partners in fundraising and program implementation.
- Periodically promote and facilitate round table discussions with sector stakeholders and donors.
- Conduct joint monitoring and evaluation missions with Donors and other Stakeholders.

## 5.0 CHAPTER FIVE: IMPLEMENTATION MATRIX

**Objective 1: To strengthen organizational communication capacity on knowledge and information management to improve Corporate Visibility.**

Strategies	Activities	Expected Output	Performance Indicator	Actor	Budget Kshs
Develop and Promote ADS SR Brand and Image	<ul style="list-style-type: none"> <li>• Increase the marketing and publicity of ADS SR programs through various media channels.</li> <li>• Develop visibility materials like branding vehicles, T-shirts, Caps, banners, billboards, posters for special occasions, etc.</li> <li>• Publish an in-house e-newsletter and share it with all relevant audiences.</li> <li>• Develop branding guidelines for all publicity materials.</li> <li>• Undertake Corporate Identity revitalization:               <ul style="list-style-type: none"> <li>○ Business Cards Rebranding</li> <li>○ Create a standard email signature for all staff</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced ADS SR brand and visibility</li> <li>• Functional branding guidelines developed.</li> <li>• E-newsletters developed.</li> <li>• Corporate identity revitalized</li> </ul>	<ul style="list-style-type: none"> <li>• Number of ADS SR media mentions</li> <li>• Number of branding materials developed.</li> <li>• The number of targeted audiences reached.</li> <li>• Number of e-newsletter editions developed.</li> <li>• Standardized Corporate identity.</li> </ul>	ICT and Communication Officer	500,000

Strengthen Internal Communication systems and culture	<ul style="list-style-type: none"> <li>• Develop a communication policy.</li> <li>• Review the organization structure and clearly define reporting lines.</li> <li>• Review all staff Job Descriptions</li> <li>• Enhance internal communication through meetings, strategic plans, constitution, operational policies, and procedures, notice boards, emails, telephone etc.</li> <li>• Build the capacity of all staff on communications.</li> <li>• Provide regular press releases/features to the media.</li> <li>• Allocate an adequate budget for the communications function</li> </ul>	<ul style="list-style-type: none"> <li>• Functional communications policy developed.</li> <li>• Clearly defined communications structure</li> <li>• Improved internal and interpersonal communication</li> </ul>	<ul style="list-style-type: none"> <li>• Number of staff taken through the communications policy.</li> <li>• Number of staff understanding the structure and their JDs.</li> <li>• Number of internal communication mechanisms.</li> <li>• Improved staff capacity in communication</li> <li>• Weekly website updates</li> <li>• Regular media monitoring and reporting</li> </ul> <p>Budgetary allocation for communications.</p>	ICT and Communication Officer  Executive Director	2,000,000
Diversify Communication Tools	<ul style="list-style-type: none"> <li>• Hold regular community media (public barazas) to reach grassroots communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Community barazas held at the counties.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of barazas held.</li> <li>• Number of partnerships,</li> </ul>	ICT and Communication Officer	1,500,00

	<ul style="list-style-type: none"> <li>Regular invitation of relevant stakeholders to ADS SR events, workshops, and field visits.</li> <li>Hold and hype publicity events like road shows during launches and other such functions.</li> <li>ADS SR Staff and board to present papers at conferences and workshops</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders attending ADS SR events and functions.</li> <li>Successful publicity events, field days, and exhibitions held.</li> </ul>	<p>networking, and collaborations held.</p> <ul style="list-style-type: none"> <li>Number of international and national events that ADS SR participates in</li> <li>Number of Staff and Board making presentations at conferences.</li> <li>Number of field days and exhibitions held.</li> </ul>	Executive Director	
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**Objective 2: Improve ADS SR Brand awareness to showcase the organization as a social development agency.**

Strategy	Activities	Expected Output	Performance Indicator	Actor	Budget Kshs
Revamp the ADS SR Website and Social Media Platforms	<ul style="list-style-type: none"> <li>Redesign the ADS SR website (www.caritasnairobi.org)</li> <li>Update the content of the website will be responsible for these updates.</li> <li>Revamp and update social media platforms.</li> </ul>	<ul style="list-style-type: none"> <li>The ADS SR website re-designed.</li> <li>Social media platforms revamped and updated.</li> </ul>	<ul style="list-style-type: none"> <li>Number of messages developed and disseminated.</li> <li>Number of hits on the website</li> </ul>	ICT and Communication Officer	1,500,000

	<ul style="list-style-type: none"> <li>• Develop a brand with vibrant and catchy messages</li> </ul>	<ul style="list-style-type: none"> <li>• Messages developed</li> </ul>	<ul style="list-style-type: none"> <li>• Number of social media updates and followers</li> </ul>		
Enhance Communication of ADS SR programming impact	<ul style="list-style-type: none"> <li>• Showcase how ADS SR programs are delivered.</li> <li>• Sustaining Brand relevance</li> <li>• Build the capacity of influencers and decision-makers with appropriate information.</li> <li>• Amplify the changes that the ADS SR makes in peoples' lives.</li> <li>• Endeavor to share Most Significant Change Stories</li> </ul>	<ul style="list-style-type: none"> <li>• Good quality reporting</li> <li>• Good quality most significant change stories captured</li> </ul>	<ul style="list-style-type: none"> <li>• Number of program reports developed.</li> <li>• Number of stories captured</li> </ul>	ICT and Communication Officer Programs Manager	1,000,000

**Objective 3: To increase stakeholder relationships through enhanced direct communication and engagement.**

Strategy	Activities	Expected Output	Performance Indicator	Actor	Budget Kshs
Strengthen ADS SR publicity activities to enhance visibility	<ul style="list-style-type: none"> <li>• Hold regular field days and exhibitions, and participate in partnership-building, networking, and collaboration activities.</li> <li>• Join networks and participate in stakeholder forums.</li> <li>• Attend National and International events.</li> </ul>	<ul style="list-style-type: none"> <li>• Field days and exhibitions held.</li> <li>• Networks that ADS SR has joined.</li> <li>• National and International events attended.</li> <li>• Stakeholders of ADS SR events,</li> </ul>	<ul style="list-style-type: none"> <li>• Number of field days and exhibitions held.</li> <li>• Number of networks that ADS SR has joined.</li> <li>• Number of national and</li> </ul>	ICT and Communication Officer Programs Manager	1,000,000

	<ul style="list-style-type: none"> <li>• Invite relevant stakeholders to ADS SR events, workshops, and field visits.</li> <li>• Strengthen utilization of local and international Communication Platforms</li> </ul>	<p>workshops, and field visits invited.</p> <ul style="list-style-type: none"> <li>• Local and international Communication Platforms utilized</li> </ul>	<p>international events attended.</p> <ul style="list-style-type: none"> <li>• Number of Stakeholders to ADS SR events, workshops, and field visits invited.</li> </ul>		
Strengthen partnerships with relevant with different stakeholders	<ul style="list-style-type: none"> <li>• Conduct a stakeholder mapping exercise.</li> <li>• Develop a partnership framework.</li> <li>• Engagement corporate partners in fundraising and program implementation</li> <li>• Periodically promote and facilitate round table discussions with sector stakeholders and donors.</li> <li>• Conduct joint monitoring and evaluation missions with Donors and other Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders map developed.</li> <li>• Partnership framework developed.</li> <li>• Corporate partners engaged.</li> <li>• Round table discussions held.</li> <li>• Missions held per year together with donors and Stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of stakeholders formally engaged.</li> <li>• Number of round table discussions held.</li> <li>• Number of missions held with Donors and other stakeholders.</li> </ul>	Executive Director  Programs Manager	1,500,000